

**Sullivan County, NH
Board of Commissioners
Regular Business Meeting Minutes
Monday, October 20, 2014
Unity, NH County Complex
Sullivan County Health Care Building, Frank Smith Living Room**

Attendees: Commissioners Jeffrey Barrette, Chair; Bennie Nelson, Vice Chair; and Ethel Jarvis, Clerk; Jessie Levine, County Manager; Lionel Chute, Natural Resources Director; Ted Purdy, Sullivan County Health Care (SCHC) Administrator; John Cressy, Facilities & Operations Director; Ross L. Cunningham, Department of Corrections (DOC) Superintendent; Norm O'Neil, Interim Human Resources Director and Sam Fletcher, HR Assistant; Kirsten Skeie, Account Clerk II/Videographer; and Sharon Callum, Administrative Assistant/Minute Taker.

Public attendees: Bruce Truell, Claremont Beagle Club (CBC) President and Donald Clarke, CBC member; Representative John Cloutier, Delegation Chair and Cynthia Sweeney, Delegation Vice Chair; Archie Mountain, Eagle Times/Argus Champion.

At **3:00 PM**, Chair Barrette brought the meeting to order and led all in the Pledge of Allegiance.

Agenda Item No. 1. Sullivan County Natural Resources, Lionel Chute, Director

1.a. Project updates: The Conservation District Annual Meeting takes place Thursday, November 6, 2014 at the Ahern Building. There will be no keynote speaker. Discussions will focus on the following projects: native pollinators, high tunnels, the school weather stations, and a NRCS update with topics to include the work at the Sullivan County campus. Chute confirmed the regional posters presented to the Board at a previous meeting by Steve Taylor and Carla Skinder will be on display at the Ahern Building for the event.

County Natural Resources items:

- Fields – Bruce Ferland will be removing three cows from the pasture behind the SCHC, timing this to be done prior to a hard frost as the pasture includes piped water for the animals. Chute noted the season went well with the use of land and Ferland helped clear evasive shrubs from behind the SCHC building.
- MacGlaflin has chopped corn from fields he has been using and plans to plant rye grass prior to a hard frost.
- Chute's intern, Lyndon, is working well and they have two more fields to sample before the project is considered complete. Their sampling included the inmate vegetable garden pH levels to get a better sense of what may be needed.
- Lyndon is working on recon of boundary markings and evaluated the Salt Shed lot; the lines are a little messy on this lot as some areas are not blazed and there may be possible encroachment. They are also looking at the Little Sugar River lot; the lines just need refreshing as the markings Brooks McCandlish made have held up very well. In response to the Chair asking about using GPS to mark lot corners, Chute noted the County does not have a GPS unit.

- Pheasants continue to be released at the Marshall Pond lot, where approximately 30 birds were released with Paul Hamel's assistance. Don Clarke confirmed NH Fish & Game has several pheasant sites around the county and they've released 40-45 crates, with each crate holding four to five birds.
- The compost pile has been put to bed after receiving a load of horse manure from the Bartley's farm. They need leaf material and asked the City of Claremont if they could use leaves from them, which they are fine with. Chute confirmed all food scraps from SCHC are being used, but they are still working out the logistics to incorporate the DOC facility scraps. Chute has studied the County's disposal costs and is aware of definite saving opportunities. He and Levine will focus on this issue throughout the winter.
- There is a timber project on the Judkins property. Chute feels this area will be a good location to release pheasants in the future.
- The Community Garden has been relocated to the High Tunnel area and they are using the lasagna method: laying down cardboard, leaves and straw so that it "cooks," and, as it does so, worms come up from the bottom and eat the cardboard to make compost.
- The High Tunnels owned by the County are in good shape. They are still picking beans but are finishing soon due to frost. Colby Sawyer will test the produce and compare the nutrient values to determine if there is a benefit to the circular bubble type solar wrap, as it refracts sun rays differently from standard plastic wrap. They'll then grow kale into January.
- Chute noted that the Unity campus has no Conservation District signage, which the District Board would like to see. Chute proposed adding a small sign under the larger County marquee -- where it shows different functions of the campus -- and, due to traffic turning safety issues, to place a sign across from the High Tunnel area that indicates Sullivan County High Tunnels and Community Garden. The pollinator project will be located in this garden area also.

A motion was made to add two signs: one for the Conservation District and a second for the Sullivan County High Tunnel & Community Garden. Made by: Jarvis. Seconded by: Nelson. A voice vote was taken, with all in favor.

Chute noted artwork and layout for the signs were donated. He has a leftover acrylic sign from another project that can be reworked for the Community Garden. He noted Doolittles Print Serve confirmed they can make a decal to go over the one on the acrylic sign at \$11.00/sq. ft., at County cost. Barrette offered a sign donation from Ink Factory.

1.c. Claremont Beagle Club Lease & NHEC Easement: The Commission reviewed a draft lease illustrating language changes from the previous lease, along with the New Hampshire Electric Cooperative (NHEC) easement [Appendix 1.c.] relating to granting the electric company access to install a pole, lines and maintenance. Levine noted she, Lionel Chute, and CBC representatives met on site in Unity and later in Newport to discuss proposed lease changes. She noted the new lease provides clarity and complies with local zoning. The new 11-year lease (with the last year of the current lease included) confines the scope of area used by the CBC to the fenced part with clubhouse. Their discussions included prorating payment of taxes with the CBC paying 5/6 of the tax invoice and County paying balance and the annual rent of \$500 to increase beginning on 1/1/2016 by the Northeast Consumer Price Index issued the previous December.

The new lease also includes wording to allow the club to have a porta potty on site; a utility pole to be placed; refines the insurance and indemnification section; and includes language related to taxes. It appears the Town of Unity revalued properties recently and Levine discussed the various aspects of the town revaluation and how she calculated the cost split between the County and CBC.

Levine noted they met with the NHEC and CBC on sight to discuss pole location as well as cost the CBC would incur. The pole placement will have minimal property impact, but it will be located on County land with the NHEC having the right of way. At Ms. Levine's request, Chute contacted the property abutters to let them know that the lease was under discussion for renewal. He was unable to make contact with the abutter from NJ and, in conversations with one of the other abutters, the Labossiers, confirmed that the CBC fencing encroaches on their property by about 50 feet, adding up to a couple acres. Labossiers noted the CBC have been great neighbors and they are not concerned that the fence encroaches on their property, but they did request a statement that shows the County and CBC understand the fence is on their property and that the next time fence work is needed, it will be set back to the appropriate area. That wording was placed in the lease and, if the lease is approved, a copy should be shared with the Labossiers. Levine noted the lease is for ten (10) years plus the last year of the current lease. Clarke confirmed the CBC club house is on skids so is not permanently installed.

Motion: to approve the CBC lease as presented pending the pro-rated tax language to be added. Made by: Nelson. Seconded by: Barrette.

Discussion: Jarvis noted a map was mentioned in the lease, but missing from the document reviewed today. She questioned why CBC needed electricity and expressed concern about tree removal if the utility easement is allowed. Chute confirmed he could attain a map from Unity. CBC and Chute discussed the approximate footage of line needed. It was confirmed that the NHEC easement allows them to clear, keep cleared and cut down dead, weak or leaning trees that are tall enough to strike the lines. The easement includes 15' each side of pole right of way and five feet each on the secondary line, which is what would apply to this pole. Chute confirmed cutting would be minimal. Clarke noted that adding power to the property would, in the long term, increase the value for the County and be minimal visual impact as lines from the pole to the clubhouse would be buried.

CBC members confirmed the clubhouse was erected between 1970 and 1974. They only want lights in the clubhouse for when members arrive early in the morning or late at night. They would like to hold their meetings on site. Jarvis requested they remove the section on page 3 that allows the CBC the right to bid on the property if it is sold, fearing the language meant the CBC had right of first refusal. Levine noted this was existing language from the previous lease and does not give the CBC any advantage over others who might be interested in the property. Jarvis noted the agreement does not show hours the CBC is open and questioned if they are allowed to go on other parts of the property. Truell pointed out the CBC has been paying taxes on the 192 acres the property encompasses, for a very long time, but only uses the area within the fence and around the clubhouse. Nelson requested the tax map and land sketch be attached to the agreement.

A voice vote was taken with Nelson and Barrette in favor and Jarvis against. The motion passed.

The Chair entertained a motion related to the easement for NHEC over County property for the setting of one pole off the Carroll Brook Road property that the CBC leases.

Motion: To approve the easement for location of one pole as stipulated in the easement. Made by: Nelson. Seconded by: Barrette.

Discussion: The Chair pointed out there was no language in the CBC lease related to the underground connection installation and removal. Levine confirmed she would expand on the agreement to reflect that understanding.

A voice vote was taken, with Barrette and Nelson in favor; and Jarvis against. The motion carried.

Chair Barrette referred to the copy of the expired lease agreement between Edward MacGlaflin and the County for farming, maintaining and cutting hay on the County's Unity fields [Appendix 1.c.]. Chute noted MacGlaflin has cleared the corn from the property and is ready to plant rye. This property was identified by NRCS as having substantial erosion and a need to be turned back into grass. It was not a good place to do annual tillage and over time they can build up organic matter to develop for haying by planting ryegrass. Chute noted they'll develop an RFP with intention of haying, and long term they would be looking at a contiguous hayfield of more than 20 acres of hay, which will be beneficial for wildlife identified in an earlier bird survey that showed bobolinks and savannah sparrows in the area. Levine pointed out the expired agreement included no remuneration to the County and she would look for some benefit to the County in future lease agreements. The Chair noted, on the same token, the County had good intentions when entering the agreement, as it was the intent to keep the field open. Chute pointed out some fields are prime agricultural soils, but if they include a lot of slope, it rules out cropping, except hay fields. Soil test results should be ready in a month.

The Chair proposed they discuss each parcel during budget sessions. Nelson pointed out that one of the tenants is storing large equipment in the barn and storage fees should be applied on all future bid projects. The County Manager confirmed future lease agreements would include all areas used. Chute also noted, late summer and fall would be better time to seed for hay as it would take better. Levine noted farmers look for the field size and an RFP might end up having multiple fields being leased by the same bidder.

Jarvis commended Chute for his hard work.

Agenda Item No. 2. Sullivan County Health Care, Ted Purdy, Administrator

2.a. Census Update: Mr. Purdy reviewed the following reports [Appendix 2.a.],

- Sep 2014 Medicare, Private, Medicaid, HCBC (Respite), Insurance/Managed Care, Medicare B Revenue - Medicare Part B is running a little low; net Variance is a negative \$46,511. The

\$6.80 variance on Private reflects a difference between the \$275 semi-private rate and two in Private rooms.

- FY15 SCHC Revenue Review thru 09/30/2014: \$119,000 is the net variance from Operations
- Resident Census – FY15: average per day census is 142 vs. last year at 139; month to date looks like September. Daily average is 141, with six (6) skilled and 20 Private.
- Medicare Length of Stay Analysis: B revenue reflects a change of staffing as they lost a full time therapist, which has now been replaced and Mike Betrum, who was promoted to the Rehab Director and had been filling in with, temporarily - per diem, with the Physical Therapist.
- Summary Admission/Discharge Report Effective 9/1 - 9/30/2014: 5 Admissions and 8 Discharges.
- Summary Admission/Discharge Report Effective 7/1 - 9/30/2014: 25 Admissions and 27 Discharges.
- Month-end Aged Analysis: recently received approval for Medicaid reimbursement on a private pay resident that qualified for Medicaid, so next month's report will reflect that approval of approximately \$100,000. There is still some pending with accounts back to May.

2.b. Drug Free Workplace Policy: Purdy said that a drug free workplace policy is a new legislative requirement with the majority already in place: education and storing of medications. They are fine tuning a policy to recommend to the Commission as it relates to voluntary self referral and want to ensure they are in compliance. They are getting close to completion - the policy was due August 25, 2014 - but do not want to rush the work as they want a good policy in place. Purdy noted State surveys do not include this on their review.

2.c. Marketing RFP: Purdy referred to a copy of the Sullivan County Health Care Market Analysis & Physical Plant Study RFP [Appendix 2.c.]. This RFP was issued last week and proposals are due at noon on Friday, November 14, 2014. Purdy noted he's had interactions with 3 to 4 entities who have expressed interest.

Agenda Item No. 3. Facilities & Operations, *John Cressy, Facilities Director*

3.a. Biomass Update: Cressy said this is bio energy week and the County will be hosting an informative workshop on Wednesday with presenters for boiler operators. This event is put on by NH Wood Energy Council and Rick Demark. They anticipate 45 participants to tour Sullivan County plant and other facilities. They completed the emission test a week before last and are awaiting the formal results. During the test, which went well, the system was run as close to maximum as possible and the only comment Cressy heard during the test was that the filter and some of the gages looked good. Since then, the belt filter failed. Dan Wilson is checking to see if RECs can be sold during the time the filter is out of operation. The County has kept the State aware of the challenges experienced with the belt filter and they are in contact with Cambridge Engineering. The Chair noted it was vitally important for this to be fixed as it affects the value of the project and does not want to sell RECs if the product is not working. Cressy noted there are a few items Woodard & Curran still needs to complete, which includes providing the final drawing plus control issues at the SCHC building.

3.b. Capital Projects Updates: Stearns Building roof work is scheduled to start October 27; they will meet Thursday to go over the project and have discussed the project with the SCHC Resident Council. Cressy met with engineers for the paving project. They've spoken extensively about the side walk issue, which the SCHC Resident Council has been involved in.

Agenda Item No. 4. Department of Corrections, *Ross L. Cunningham, Superintendent*

4.a. Population Census Review & Staffing Update: The two page report [Appendix 4.a.] was reviewed by Superintendent Cunningham. The in-house census increased a small amount as the result of resent arrests in Charlestown. They are searching applicants to fill two Per Diem positions and have an applicant for a corrections officer position from Maine who is certified and just needs to pass the physical test.

4.b. PREA Staffing: Levine noted Denis O'Sullivan is essentially working all his hours at the Sullivan County DOC, but certified through Sheriff's Office. Superintendent Cunningham and Sheriff Prozzo have issued a formal letter related to O'Sullivan's transition from the Sheriff's Office to DOC. A meeting will be held on Tuesday with DOC staff, management and Warwick to discuss the TRAILS sustainability and staffing analysis.

Agenda Item No. 5. Human Resources, *Norm O'Neil & HR Assistant Sam Fletcher*

5.a. Recruitment: Mr. O'Neil noted Ms. Fletcher has been doing a lot of recruitment and wellness work. Fletcher said she has been working with Ryan O'Brien of Functional Art (County's website server host) to develop a system to capture data from the website's HR page related to the on-line employment application. They've discovered 95% of the applicants submit their application through the on line process. The template includes mandatory fields where they must select how they heard about the job posting, which will help HR identify where funds are spent. Historical data shows 800 applications submitted through the on line process. Levine noted she was blown away by HR's \$25,000 advertising budget and hopes this data will help drive a reduction. The Chair pointed out, if the majority of applications are submitted on line, advertising should be focused there as well. He'd like the analysis to consider whether the applicant was hired and the longevity of the new hire, as he feels the turnover is much more than it should be.

O'Neil noted their orientation process includes the SCHC Administrator discussing the community plan and expectations. Levine noted they just posted the DOC Superintendent position and Fletcher has worked on the Assistant County Attorney vacant position; they've received 15 applications for the latter and Attorney Hathaway is pleased with the quality of applicants so far.

O'Neil worked with Levine on developing a recruitment profile for the Superintendent position in order to provide a flavor of the benefits and a quick summary of the County. They've posted the position on number of correctional sites, i.e. www.corrections.com and the www.naic.org electronic publication.

5.b. Wellness Program Development: Fletcher met with Kerry Horne in August following a biometric training. A biometric screening was held at the County's Unity site. Ninety signed up for biometric appointments, plus they had 10-15 walk-ins that included dependents and spouses. They've scheduled the same at the Newport County complex, Jury Assembly Room, for November 18, 2014. Levine noted HealthTrust has an aggressive wellness model and has been helpful with Fletcher. The programs include monetary wellness incentives through the Slice of Life program, such as a \$75 check to employees who complete a health assessment, \$50 to attend a biometric screening, cost sharing for exercise, and smoking cessation classes. Fletcher noted a survey is being sent to employees to seek data for the Slice of Life Program and determine the top three issues employees are interested in: what they want, how, and when it should be offered. The Chair was glad to hear about the proactive approach and pleased to see the collaboration with the local health clubs in both Claremont and Newport.

Agenda Item No. 6. County Manger's Report, *Jessie W. Levine*

6.a. Audit Update: Levine received the initial draft audit, has a few questions for the auditors, as well as some changes and anticipates the draft being available for Commissioners at their next meeting. Auditors are also performing the Single Audit and Sharon Callum is under way with supplying documents.

6.b. IT Update – Unity bandwidth proposal: Levine noted she was seeking the Commission's thoughts on this aspect, due to the complexity. Newport was easy to get on to the NH FastRoads network, which will save money by the time the phone system is upgraded and internet service has already improved. They are looking at a wireless solution in Unity, tower point-to-point, with high bandwidth. It's been a nice collaboration between County, John Cressy, with Competitive Computers, Sovernet, Wi-valley, the only wireless network provider involved with NH Fastroads at this point, and Teletechniques, the County's phone provider. Wi-valley has put together a proposal to provide 50 MG of bandwidth, which is what the County has in Newport, over a tower system: from the roof at the SCHC to Green Mountain in Claremont, to City Hall where it would connect with NH Fast Roads. The cost: a onetime investment of \$8,000 and \$800/month operating fee. We'd be saving by swapping over our T1 here, going onto wireless; we'd still keep two T1 lines, one for phone and one for back up. Sovernet tried to be aggressive on their monthly reoccurring charges to make it more affordable to County, we'd save about \$15/month – a 25 year payback so can't make an argument for payback, but can make an argument for performance, for 50 MG vs 7.5 the County currently has in Unity.

Levine requested Wi-Valley provide references of other users on the high bandwidth system. We've budgeted \$60,000 for IT support, alone, and spent \$9,000, so Levine is not worried about finding the funds to pay for the \$8,000 fee; but is worried about making a bad investment in itself. Both, Wi-Valley and Sovernet have tried to find monthly cost savings, but it's still the reliability of the tower network that we are worried about. Levine confirmed the County is having capacity issues and have made it better by aggregating the T-1 lines to balance out the excess found at jail vs. SCHC. She noted the cost to build the fiber from Claremont to Unity is \$300,000-500,000 (\$40,000/mile with cooperation from those who own the poles). Cressy pointed out they have not talked about the infrastructure used to provide the T1 to this facility, is antiquated – old copper wires and they get weekly calls from Sovernet that they sense a T1 is

down and it has to be repaired and we have to make calls to either FairPoint or the County's electrician to deal with the issues.

Cressy questioned, if they are not talking satellite links, but line of site, it's more reliable – cell phones are line of site and not effected as TV; they won't give 100% guarantee which is why they want to keep the one T1 as back up for emergency communication. Levine feels \$8,000 is great investment for 50 MGs. The Chair feels it's a good investment, if they can give reasonable certainty and worth going forward. Cressy noted the Claremont Fire Department contacted him related to the street city box, which they are navigating away from. They are switching to a wireless system and Brian Burr has provided a quote that Cressy will be reviewing. Barrette concurred he had heard the cost will escalate for those who have not switched, making it prohibitive to continue. The Commission encouraged staff to continue investigating this option.

6.c. Earl Bourdon Center Update: Levine said they are awaiting the HUD release to place a lien on the property and to approve the engineer work. Copies of the e-mails between the County and grant administrator were reviewed [Appendix 6.c.]. Levine asked if the County is willing to sign off on the engineer contract pending HUD approval, which does expose the County slightly but not definitely. The latest correspondence indicated the delay from HUD and that they are sharing legal consultants with their Boston office. The Chair noted he'd like to see compaction test authorization, but not for the entire engineering process. It was noted that there is a 6-month window to get it done. The Chair read the compaction issues and concurred on the importance to complete that aspect.

A motion was made to enter into a contract with the engineering firm for the compaction testing for the Earl Bourdon grant project, in lieu of HUD approval; the County will bill for compaction services upon HUD approval of lien. Made by: Nelson. Seconded by: Jarvis. A voice vote was taken, with all in favor.

Agenda Item No. 7. Board of Commissioner Business

7.a. Old Business: Ms. Levine pointed out there was an insert in Commissioner binders related to the upcoming NHAC conference, as well as a thank you note from Sheriff Prozzo and his wife for the gift presented by the Commissioners at the surprise retirement party.

7.a. Old Business: Commissioner Barrette confirmed he would follow up with his earlier promise to provide a corrected biomass plaque.

7.b. New Business: Commissioner Barrette noted he and Rep. Cloutier attended the 45th Senior Congress event: "nice event and amazing to think of what our community would be without the building where the event takes place."

Agenda Item No. 8. Public Participation

Rep. Cloutier noted he was unable to attend the luncheon for outgoing Department of Corrections Superintendent Ross L. Cunningham and on behalf of the Delegation, commended him for his years of service as Superintendent, for the superb leadership he has shown, and for getting the Community Corrections Center "off and running. We took a political risk and it paid

off and I feel it's going in the right direction with decrease of recidivism." He wished Cunningham the best of luck in his new position and noted he was sorry to see him leave.

Agenda Item No. 9. Meeting Minutes

A motion was made to accept the October 9, 2014 special meeting minutes. Made by: Jarvis. Seconded by: Nelson. A voice vote was taken, with all in favor.

A motion was made to accept the October 9, 2014 Executive Session meeting minutes. Made by: Jarvis. Seconded by: Nelson. Discussion: Ms. Levine noted there is no reason to leave the minutes sealed. A voice vote was taken, with all in favor.

A motion was made to accept the October 6, 2014 minutes as printed. Made by: Nelson. Seconded by: Jarvis. A voice vote was taken, with all in favor.

A motion was made to adjourn the meeting. Made by: Nelson. Seconded by: Jarvis. A voice vote was taken with all in favor.

Meeting adjourned at 5:25 PM.

Respectfully submitted,


Ethel Jarvis, Clerk
Board of Commissioners

EJ/sjc

Date minutes signed: 11-17-14



Sullivan County, NH
Board of Commissioners
Monday, October 20, 2014
3:00 PM
Sullivan County Complex
Frank Smith Meeting Room
5 Nursing Home Drive, Unity, NH

Meeting Agenda

1. Sullivan County Natural Resources, *Lionel Chute, Director*
 - a. Project Updates
 - b. Conservation District signage at County Complex
 - c. Claremont Beagle Club Lease & NHEC Easement
2. Sullivan County Health Care, *Ted Purdy, Administrator*
 - a. Census Update
 - b. Drug Free Workplace Policy
 - c. Marketing RFP Issued
3. Facilities & Operations, *John Cressy, Facilities Director*
 - a. Biomass Update
 - b. Capital Projects Updates
4. Department of Corrections, *Ross L. Cunningham, Superintendent*
 - a. Population Census Review & Staffing Update
 - b. PREA Staffing
5. Human Resources, *Interim Director Norm O'Neil & HR Assistant Sam Fletcher*
 - a. Recruitment
 - b. Wellness Program Development
6. County Manager's Report, *Jessie W. Levine*
 - a. Audit Update
 - b. IT Update – Unity bandwidth proposal
 - c. Earl Bourdon Center Update
7. Board of Commissioner Business
 - a. Old Business
 - i. Other Old Business
 - b. New Business
 - i. Any New Business
8. Public Participation
9. Meeting Minutes: October 6, 2014
10. Adjourn

Upcoming Events / Meetings

Oct. 27th – 28th Mon & Tue. National Association of Counties Annual Conference and Trade Show - Whitefield, NH – Mountain View Grand Resort

Nov. 3rd Mon. County Commissioners Regular Business Meeting
Time: 3:00 PM
Place: Newport, NH – 14 Main Street, Commissioners Conf. Rm.

Nov. 6th Thu. Conservation District Annual Meeting
Time: 6:00 PM
Place: Unity, NH – Ahern Building

Nov. 7th Fri. NHAC Executive Committee and Commissioners Council Meeting
Time: 10:00 AM
Place: Concord, NH – Primex Building

Nov. 10th Mon. Commissioners & County Manager attend Unity Town Select Board Meeting
Time: 5:30 PM
Place: Unity, NH – Unity Town Offices

Nov. 11th Tue. Newport County State Complex Closed for Veteran's Day

Nov. 12th Wed. Commissioners & County Manager attend Claremont City Council Meeting
Time: 6:30 PM
Place: Claremont, NH – City Hall Chambers

1.C.

PROPERTY LEASE
BETWEEN
SULLIVAN COUNTY, NH
AND
CLAREMONT BEAGLE CLUB

This lease entered into this 19th-20th day of October, 2010~~2014~~, ~~to be effective, the 15th day of December 2010,~~ (and intended to replace the existing lease between the parties), by and between the **County of Sullivan NH**, a municipal corporation in the State of NH, herein-after referred to as the "**Owner**" and the **Claremont Beagle Club**, a nonprofit organization incorporated under the laws of the State of New Hampshire having it's office in the City of Claremont, County of Sullivan, State of New Hampshire, herein after referred to as the "**Renter**":

WITNESSETH

That the **Owner**, hereby leases to the **Renter**, the following described real estate situated in the Town of Unity, County of Sullivan, State of New Hampshire, which property is more particularly described as follows and hereinafter referred to as the "Property":

Approximately 100 acres of a certain tract or parcel of land located in the Town of Unity, State of New Hampshire being shown on the Unity Tax Map 12, Lot 619, a tract containing 192 acres, more or less. Copy of said map attached and incorporated by reference.

OWNER AND RENTER AGREE AS FOLLOWS

Purpose. The **Renter** shall use the ~~property~~ Property only for the purpose of holding field trials, training Beagle dogs, raising hares and allied activities operated under the direct control of the **Renter**. The property shall not be used for any overnight stays, including camping, of any duration.

Consideration. In consideration of this lease, the **Renter** bargains and agrees as rental for the said premises, to deliver to the **Owner** the sum of Five Hundred (\$500.00) Dollars each year, paid by the **Renter** to the **Owner**, ~~payable in advance~~, on or before the first day of January each year. Commencing on January 1, 2016, and on every January 1 thereafter, rent paid to the Owner shall increase by the Northeast Consumer Price Index issued the previous December.

Buildings. The **Renter** has erected a singular building, called the "clubhouse," on the Property. The **Renter** agrees to erect no additional buildings, or structures, or improvements of any sort on said property without first securing the written consent of the **Owner** and proper state and local authorities. Any said approved buildings or structures must be disassembled and removed by the Renter upon termination of this agreement. Notwithstanding this provision, and entirely at the **Renter's** expense, **Owner** consents to: 1) the erection of a utility pole and guy wire to allow electric service to the clubhouse; and 2) the use of up to two "portapotties" by members and guests, provided that the portapotties are properly maintained, cleaned, and removed upon termination of this agreement.

Transfer. The **Renter** agrees that it will not transfer or assign this lease without the written consent of the **Owner** being first had and obtained.

Use & Care of landLand. ——— The **Renter** asserts and warrants that its use of the Property is in keeping with the Town of Unity land use rules and regulations, and that it will not change its use of the Property. The **Renter** further asserts and warrants that although its fence may have been erected on abutting property, the abutting property owner is aware of and accepting of the location of the fence and that **Renter** bears all responsibility for the location or relocation of the fence.

The **Renter** agrees that no fire or fires shall be lighted or made on the property, without first securing the written consent of the **Owner** and proper state and local authorities.

The **Renter** agrees not to cause pollution of any stream, water supply or ground water on the property and to promptly report to the **Owner** any evidence of pollution or damage or destruction of any stream, water supply or ground water on the property.

The **Renter** may fence in the ~~entire property~~ Property and construct such interior fencing as is necessary for purposes of providing a running area for Beagles and hares. The **Renter** may clear a six-foot strip, called the "buffer," to maintain said fence. Any said fencing must be disassembled and removed by the Renter upon termination of this agreement.

~~In the event the **Owner** develops and implements a woodlot management program, the **Renter** shall include among its' goals the following: 1) protecting the ground and surface water on the property from pollution of any form, 2) maintain and improve the timber stand on the property, and 3) provide habitat and feed for hares. The **Owner** reserves the right to conduct lumbering and/or mining operations upon the property during the course of the lease. The **Renter** shall not cut any timber or brush nor construct any roadways or paths without the prior written approval of the **Owner**.~~

~~The **Renter** should~~ shall undertake no cutting of plant material without prior verbal or written consent of the **Owner**.

Insurance. The **Renter** agrees to maintain, at all times, an insurance policy with a minimum of no less than \$1,000,000, as will protect it and the **Owner** against liability for any and all claims for property damage, personal injury (including death) and consequential damages of any nature, which may arise from the condition of the premises, the condition of any improvements thereon or from any action, activity or omission by the **Renter's** employees, members, business guests, guests, invitees or licensees. The **Renter** shall file proof of and coverage amount of insurance with the **Owner**, each year as said policy is renewed. The **Renter** shall annually furnish to the **Owner** a Certificate of Insurance and an endorsement demonstrating that the **Owner** and its officials, agents, volunteers and employees are named as an additional insured. The **Owner** shall be the sole and exclusive judge of what constitutes satisfactory insurance coverage.

Indemnification. The **Renter** further agrees to indemnify and hold harmless the **Owner** from all loss, costs, or damages arising out of any action, activity, or act of omission by **Renter's** employees, members, business guests, guest, invitees or licensees arising out of causing any

claim of injury incurred at, or within the ~~property~~ Property or while entering or leaving the said ~~property~~ Property, or as the result of any activities conducted on said ~~property~~ Property; and it is intended to include within the term "costs" any and all reasonable legal expenses to which the **Owner** may incur as a consequence of being caused to prepare its defense or defend such action.

Taxes. The **Renter** shall pay all real estate taxes on said ~~the~~ the parcel of land containing the leased "Property" and shall pay any land use change tax associated with its use or change of use of the Property.

Inspection. The **Owner** reserves the right to enter upon the property at any time for purpose of examining and inspecting the same.

Term. This lease shall replace and extend the existing lease between the parties and shall be effective ~~be~~ for a period of five-11 (511) years commencing on December 15, 2010-2014 and ending on December 14, 2015-2025 with consideration granted to the **Renter** to renew said lease upon satisfactory renegotiation of the lease agreement.

Termination. This lease may be terminated with a sixty day written notice to by either party. The lease may be terminated with or without cause.

~~Notice~~ **Sale of Property.** The **Owner** agrees to notify the **Renter** should the **Owner** offer for sale, either private or public, the property herein leased and the Renter will be entitled to bid or purchase said property as would any other individual or corporation, subject to NH Statutes RSA 28:8-c.

Notice. Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by registered or certified mail, postdate prepaid, in a United States Post Office.

Owner: Sullivan County Commissioners' Office, 14 Main Street, Newport, NH 03773

Renter: 121 Spring Farm Road, Claremont, NH 03743

IN WITNESS WHEREOF the parties have hereunto set their hands on this ~~19th~~ th day of November 2010 , 2014.

SULLIVAN COUNTY
BOARD OF COMMISSIONERS


CLAREMONT BEAGLE CLUB

Jeffrey Barrette, Chair

By: _____

Bennie C. Nelson, Vice Chair

Its: _____



Ethel Jarvis, Clerk

SHRED on 5/21/16

LEASE AGREEMENT
BETWEENEdward MacGlaflin
336F East Mountain Road
Claremont NH 03743

And

Sullivan County Nursing Home
RR 1 Box 392
Claremont NH 03743

The Sullivan County Nursing Home agrees to let Edward MacGlaflin farm, maintain, and cut the hay on the fields listed below:

Sullivan County Complex & Farm, Unity, NH

The County will not be held liable for any damage to equipment or personal injury while cutting or removing the hay.

Edward MacGlaflin agrees not to cause any damage to County property.

This agreement will be in effect for a period of ten (10) years beginning with the signing of this contract and may be terminated by either party with 90 days written notice.

5-21-99
DateEdward MacGlaflin
Edward MacGlaflin
Claremont NH 03743Robert A. Hemenway
Robert A. Hemenway
Administrator
Sullivan County Nursing Home

FY15 SCHC Revenue Review thru 09/30/2014

	Annual Budget	92 Days YTD Budget	YTD	Variance
Medicaid	6,132,000	1,545,600	1,738,325	192,725
Private	1,606,000	404,800	391,565	(13,235)
Insurance/Managed Care	60,000	15,123	2,192	(12,931)
Respite (HCBC)	5,000	1,260	4,810	3,549
Medicaid Assessment	1,921,360	-	-	-
Medicare Part B (Total)	421,200	106,165	74,991	(31,174)
Medicare Part A	1,387,000	349,600	329,796	(19,804)
Proshare	1,798,720			-
Net Variance from Operations		2,422,549	2,541,679	119,130
Misc Income	20,000	5,041	10,051	5,010
Cafeteria	32,850	8,280	5,509	(2,771)
Meals	537,778	135,550	134,445	(1,105)
Contra Revenue (write offs)	(200,000)			-
YTD Variance	13,721,908	2,571,420	2,691,682 x	120,263

Sullivan County Nursing Home
Quarterly Resident Census

Resident Census - FY 15

	TOTAL DAYS	MEDICAID		PRIVATE		SKILLED		HCBC		MANAGED		LEAVE		TOTAL DAYS
	AVAILABLE	DAYS		DAYS		DAYS		RESPIRE		CARE		DAYS		FILLED
Jul-14	4836	3608	83.00%	487	11.20%	232	5.34%	16	0.37%	2	0.05%	2	0.05%	4347
Aug-14	4836	3629	81.53%	502	11.28%	303	6.81%	14	0.31%	0	0.00%	3	0.07%	4451
Sep-14	4680	3506	81.95%	582	13.60%	190	4.44%	0	0.00%	0	0.00%	0	0.00%	4278
1ST QUARTER	14,352	10,743	82.16%	1,571	12.01%	725	5.54%	30	0.23%	2	0.02%	5	0.04%	13,076
Oct-14	4836	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Nov-14	4680	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Dec-14	4836	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
2ND QUARTER	14,352	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Jan-15	4836	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Feb-15	4368	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Mar-15	4836	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
3RD QUARTER	14,040	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Apr-15	4680	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
May-15	4836	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
Jun-15	4680	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
4TH QUARTER	14,196	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
FY '13 TOTAL	56,940	10,743	82.16%	1,571	12.01%	725	5.54%	30	0.23%	2	0.02%	5	0.04%	13,076
YTD AVG.		116.8		17.1		7.9		0.3		0.0		0.1		142.1

Avg
Census

July	Leave MRA SD-1 @ \$0.00 Leave PVT Hospital LOA-1 @ \$305.00
Aug	Leave MCD 2 @ Hospital Medicare Skip Day 1 @ Hospital

142.1

0.0

0.0

0.0

Resident Census - FY 14

	TOTAL DAYS	MEDICAID		PRIVATE		SKILLED		HCBC		MANAGED		LEAVE		TOTAL DAYS
	AVAILABLE	DAYS		DAYS		DAYS		RESPIRE		CARE		DAYS		FILLED
Jul-13	4836	3481	85.42%	476	11.68%	118	2.90%	0	0.00%	0	0.00%	0	0.00%	4075
Aug-13	4836	3548	86.98%	371	9.10%	152	3.73%	6	0.15%	0	0.00%	2	0.05%	4079
Sep-13	4680	3478	88.50%	342	8.70%	108	2.75%	1	0.03%	0	0.00%	1	0.03%	3930
1ST QUARTER	14,352	10,507	86.95%	1,189	9.84%	378	3.13%	7	0.06%	0	0.00%	3	0.02%	12,084
Oct-13	4836	3487	84.62%	417	10.12%	181	4.39%	7	0.17%	28	0.68%	1	0.02%	4121
Nov-13	4680	3427	85.63%	391	9.77%	171	4.27%	0	0.00%	13	0.32%	0	0.00%	4002
Dec-13	4836	3484	83.99%	441	10.63%	204	4.92%	0	0.00%	19	0.46%	0	0.00%	4148
2ND QUARTER	14,352	10,398	84.74%	1,249	10.18%	556	4.53%	7	0.06%	60	0.49%	1	0.01%	12,271
Jan-14	4836	3511	83.81%	402	9.60%	254	6.06%	20	0.48%	0	0.00%	2	0.05%	4189
Feb-14	4368	3256	85.44%	340	8.92%	214	5.62%	0	0.00%	0	0.00%	1	0.03%	3811
Mar-14	4836	3548	85.35%	393	9.45%	209	5.03%	0	0.00%	7	0.17%	0	0.00%	4157
3RD QUARTER	14,040	10,315	84.85%	1,135	9.34%	677	5.57%	20	0.16%	7	0.06%	3	0.02%	12,157
Apr-14	4680	3447	84.71%	369	9.07%	215	5.28%	8	0.20%	30	0.74%	0	0.00%	4069
May-14	4836	3617	85.59%	389	9.20%	180	4.26%	8	0.19%	31	0.73%	1	0.02%	4226
Jun-14	4680	3519	83.53%	483	11.46%	180	4.27%	0	0.00%	30	0.71%	1	0.02%	4213
4TH QUARTER	14,196	10,583	84.61%	1,241	9.91%	575	4.61%	16	0.13%	91	0.73%	2	0.02%	12,508
FY '13 TOTAL	56,940	41,803	85.28%	4,814	9.82%	2,186	4.46%	50	0.10%	158	0.32%	9	0.02%	49,020
YTD AVG.		454.4		52.3		23.8		0.5		1.7		0.1		532.8

Avg
Census

Leave MLOA-home MCD-2
Leave MLOA-home MCD-1

131.3

Leave Private - 1

133.4

Leave Private - 1; MCD - 1
Leave MCD - 1

135.1

Leave MCD Hosp BH 104- 1
Leave MCD Hosp BH 104- 1

137.5

Medicare Length of Stay Analysis

Sullivan County Health Care (SC)

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AR7400A

	Sep 2014	Aug 2014	Jul 2014	Jun 2014	May 2014	Apr 2014	Mar 2014	Feb 2014	Jan 2014	Dec 2013	Nov 2013	Oct 2013	12 Mos.	Calendar YTD
Total Admits & Readmits (All payer types)	5	12	8	11	10	5	7	4	9	5	1	9	86	71
MCR # Admits & Readmits	1	8	6	7	7	3	5	1	8	3	1	5	55	46
MCR # Discharges from facility	1	1	3	2	2	3	2	2	2	2	1		21	18
MCR Discharged LOS	11.0	24.0	17.3	11.5	17.0	49.3	20.0	45.0	45.5	42.0	46.0		30.6	28.5
MCR # End or A/R Change	3	6	4	3	6	1	3	3	2	1	2	1	35	31
MCR End or A/R Change LOS	33.7	41.0	44.3	18.3	43.2	100.0	53.7	82.0	61.0	92.0	72.0	9.0	48.9	47.3
Total Average MCR LOS	28.0	38.6	32.7	15.6	36.6	62.0	40.2	67.2	53.3	58.7	63.3	9.0	42.1	40.4
Total MCR Days	190	304	233	180	180	215	209	214	254	204	171	181	2535	1979
Rehab RUGs	184	259	211	178	180	215	199	214	254	204	171	181	2450	1894
% of Total MCR Days	97%	85%	91%	99%	100%	100%	95%	100%	100%	100%	100%	100%	97%	96%
Non-Rehab RUGs	6	44	21				10						81	81
% of Total MCR Days	3%	15%	9%				5%						3%	4%
Default Days				2										
% of Total MCR Days				1%									2	2
A ADL (low dependency)	40	72	74	102	79	81	106	77	123	82	49	47	932	754
% of Total MCR Days	21%	24%	32%	57%	44%	38%	51%	36%	48%	40%	29%	26%	37%	38%
B ADL (medium dependency)	77	58	22	44	51	100	44	76	46		16	26	560	518
% of Total MCR Days	41%	19%	9%	25%	28%	47%	21%	36%	18%		9%	14%	22%	26%
C ADL (high dependency)	73	173	136	32	50	34	59	61	85	122	106	108	1039	703
% of Total MCR Days	38%	57%	59%	18%	28%	16%	28%	29%	33%	60%	62%	60%	41%	36%
Medicare Net Revenue	\$90,526	\$141,992	\$107,508	\$91,298	\$85,345	\$98,243	\$96,038	\$100,126	\$123,022	\$99,670	\$87,624	\$98,528	\$1,219,920	\$934,098

Note: This report includes only the selection criteria listed below.
 Effective Date From 9/1/2014 Thru 9/30/2014
 Status: All
 Sort: AR Type

Summary Admission / Discharge Report

Sullivan County Health Care (SC)

Admissions (Includes Readmits)

Page 1 of 2

10/17/2014 9:59 AM

RI6300B

<i>A/R Type</i>	<i>From/To</i>	<i>Admissions</i>	<i>Readmits</i>	<i>Discharges</i>
MCD	Unknown	0	0	1
	20 Expired in Facility	0	0	1
	HM Home	0	0	0
	HP Hospital	0	3	4
	<i>MCD Subtotal</i>	0	3	6
MRA	5 Acute care hospital	0	0	0
	HM Home	0	0	1
	HP Hospital	1	0	0
	<i>MRA Subtotal</i>	1	0	1
PVT	NH Nursing Home	1	0	1
	<i>PVT Subtotal</i>	1	0	1
	<i>Total</i>	2	3	8

Note: This report includes only the selection criteria listed below.
 Effective Date From 7/1/2014 Thru 9/30/2014
 Status: All
 Sort: AR Type

Summary Admission / Discharge Report

Sullivan County Health Care (SC)

Admissions (Includes Readmits)

Page 1 of 2

10/17/2014 10:00 AM

RI6300B

<i>A/R Type</i>	<i>From/To</i>	<i>Admissions</i>	<i>Readmits</i>	<i>Discharges</i>
HCB	HM Home	1	1	1
	<i>HCB Subtotal</i>	1	1	1
MCD	Unknown	0	0	1
	20 Expired in Facility	0	0	4
	HM Home	0	0	0
	HP Hospital	0	3	8
	<i>MCD Subtotal</i>	0	3	13
MRA	5 Acute care hospital	0	0	0
	HM Home	1	0	3
	HP Hospital	9	5	2
	<i>MRA Subtotal</i>	10	5	5
PVT	1 Private home/apartme	0	0	0
	20 Expired in Facility	0	0	3
	AL Assisted Living	0	0	0
	HM Home	1	0	2
	HP Hospital	1	1	2
	NH Nursing Home	2	0	1
	<i>PVT Subtotal</i>	4	1	8
MRP	HP Hospital	0	0	0
	<i>MRP Subtotal</i>	0	0	0
	<i>Total</i>	15	10	27

Month-end Aged Analysis

10/17/2014

Sullivan County Health Care (SC) For the Month of Sep, 2014

Type Balance	Sep/	Aug/	Jul/	Jun/	May/	Apr/	Mar/	Feb/	Jan/	Dec/	Nov/	Oct/	Sep/	Balance
Aged Analysis Summary														
HCB		2,244.48	2,565.12		1,282.56	1,282.56			3,206.40			1,122.24	239.24	11,942.60
INS	20,087.03	21,422.96	11,209.70	3,258.11	938.27	1,734.23	715.16	351.67	87.70		126.94	5,504.08	7,722.14-	57,713.71
MCD	445,098.17	26,592.34	16,406.88	14,678.47	5,687.41	3,877.48	2,696.50	9,225.97	1,119.03				29,429.47	554,811.72
MCP														
MRA	66,358.27	15,483.80	1,433.31	290.68	5,594.95		4,456.24	595.97					5,500.59-	88,712.63
MRB	19,016.10	3,096.00	1,677.33	3,982.36	3,738.72	1,986.27	4,612.98	6,410.78	4,016.62	364.46	1,264.25	1,647.63	6,089.74-	45,723.76
MXA	7,296.00	5,374.00	2,888.00		7,296.00	10,336.00	11,096.00	4,975.00	4,297.00	7,273.00	3,869.00	2,812.00	61,451.17	128,963.17
MXB	1,520.13	2,210.12	706.48	1,742.17	1,383.66	1,352.24	2,365.02	2,732.45	2,250.10	749.87	1,386.97	1,550.53	6,056.49	26,006.23
PVT	37,197.84	25,618.74	31,116.84	20,308.00	8,471.00	6,942.20	9,209.70	6,247.30	7,042.30	8,098.60	6,797.60	8,028.27	208,269.53	383,347.92
RES	4,930.90	245.82	57.77-	245.82	245.82	192.83	1,162.80	512.37	2,032.60	1,407.00	969.57	1,024.20	35,283.87	48,195.83
PHC														
HST														
PIN														
HSR														
MRP			910.52											
AIN														910.52
Totals:	601,504.44	102,288.26	68,856.41	44,505.61	34,638.39	27,703.81	36,314.40	31,051.51	24,051.75	17,892.93	14,414.33	21,688.95	321,417.30	1,346,328.09
	44.68%	7.60%	5.11%	3.31%	2.57%	2.06%	2.70%	2.31%	1.79%	1.33%	1.07%	1.61%	23.87%	100.00%

2.C.

Sullivan County, NH



REQUEST FOR PROPOSALS SULLIVAN COUNTY HEALTH CARE MARKET ANALYSIS & PHYSICAL PLANT STUDY

**PROPOSALS ARE DUE NO LATER THAN NOVEMBER 14, 2014
AND SHALL BE SEALED AND ADDRESSED TO:**

**Ted Purdy, Nursing Home Administrator
Sullivan County Health Care
5 Nursing Home Drive
Unity, NH 03743
(603)542-9411 ext 217**

Sullivan County, and in particular its nursing home known as Sullivan County Health Care (SCHC), seeks proposals from qualified marketing firms to conduct a market analysis and physical plant study as described further in the Scope of Work, below.

Proposal are due no later than 12:00 Noon on Friday, November 14, 2014. Questions should be directed to SCHC Administrator Ted Purdy, 603-542-9411 or tpurdy@sullivancountynh.gov.

Following review by staff and the Board of Commissioners, the contract will be formally awarded at a regularly scheduled public meeting of the Sullivan County Board of Commissioners. Notification of award to all proposers will occur immediately thereafter.

Sullivan County is aware of the time and effort required to prepare responses to proposals and invites vendors to let us know of any proposal requirements that are unclear and/or create difficulty in responding. Sullivan County reserves the right to reject any and/or all proposals and to waive any informalities or irregularities in procedure.

I. SCOPE OF WORK

In the face of an aging population in New Hampshire and in Sullivan County, the County invites qualified firms to conduct a market analysis and feasibility study to: 1) research, evaluate, and report on demographic trends in and affecting Sullivan County and Sullivan County Health Care; 2) determine the future needs of the population served by SCHC and how SCHC and the County can best meet those needs; and 3) determine whether the existing physical plant and amenities need

improvement or enhancement to increase market share and, if so, make recommendations for capital improvements.

A. Market Analysis: At a minimum, a market analysis for SCHC will consist of the following components:

1. Demographic study: Research and thorough evaluation of the demographic trends (including but not limited to population, age, gender, marriage status, health status, and income levels) in and affecting the County.
2. Review and understanding competitive environment: Review and analysis of local competition based on existing and planned competitive providers in the market area (including public, private, and not-for-profit organizations, critical access hospitals providing post-acute/skilled nursing services within and adjacent to Sullivan County).
3. Market Growth & Demand: Interpret the demographic analysis and review of competition to determine path of market growth and demand on SCHC. Study should include analysis of demand for skilled nursing care, long term care, rehabilitation services, and assisted living, as well as evaluation of location to determine whether convenience and accessibility affects market share.

It is assumed that the market analysis component of this project will include research of competitive providers, direct contact with referral sources, data research and statistical analysis of demographics using U.S. Census Bureau and other sources of information.

B. Analysis of Physical Plant

1. Evaluate current physical plant including amenities, condition, layout, support of program, suitability for renovation or refit, support systems review, etc.
2. Outline requirements and recommendations, if any, to improve the current physical plant, grounds and support systems to meet future demand.
3. Outline finances of project identified in B.2, above, including comparative costs of renovation, addition, or new facility.
4. Apply analysis of marketing indications and trends to financial model to reflect projections of reimbursement, profit/loss, and recovery of capital investment. Report shall include a pro forma for each recommended development project.

C. Engagement of Stakeholders and Presentation of Feasibility Study

1. Conduct *at least* two focus group meetings with community stakeholders, including but not limited to Sullivan County elected officials, Sullivan County staff, community health partners, etc.
2. Upon completion of project, present findings to the Board of Commissioners and the public.

II. PROPOSAL FORMAT & SUBMISSION REQUIREMENTS

Responding firms shall submit **five** copies of the proposal and proposals should include the following minimum components:

1. Firm name, address, and contact information of individuals authorized to answer questions.
2. Firm Profile: include background and ownership of the company; number of employees; location of primary and any satellite locations; qualifications of professional staff to be assigned to this project; and identify supervisory and management staff and summarize experience.
3. References: Provide a list, with current contact information, of similar engagements performed by the proposer within the past three (3) years. Provide any additional data where your firm has previously worked for a governmental agency. Describe how your specialty area of expertise was applied to those clients and how it relates to this proposal.
4. Cost: The County requires that all costs be proposed on a “not to exceed basis.” If any service or description of activities appears to be incomplete, inaccurate, or overlooked, please define and quote as part of your response to this request for proposal. Proposed price shall remain in effect for a period of 45 days from opening date of the proposal and are to remain firm once proposal is awarded.
5. Subcontracting: Identification of any services that may be subcontracted, including, if known, the name of the subcontractor and applicable experience.
6. Acknowledgements: Firm must acknowledge that it would serve as an independent contractor and as such, would receive no other compensation or considerations, such as those benefits, indemnifications and other considerations normally extended to employees of the County, and is responsible for providing any required or voluntary benefits to its employees. The firm shall not compensate, in any way, a County officer or employee or any member of the family of such officer or employee in the performance of any work under this contract.
7. Insurance: The firm shall maintain at all times and require its subcontractors to maintain the coverage below during the life of this contract:
 - a) Workers’ Compensation: The firm shall carry workers’ compensation insurance as required by the State of New Hampshire.
 - b) Comprehensive General Liability & Errors/Omissions: The firm shall maintain comprehensive general liability insurance policy, which includes coverage for contractual liability, in an amount of no less than \$1,000,000 per occurrence. The provider shall have professional insurance/errors and omissions insurance with limits of not less than \$1,000,000 each occurrence.
 - c) Motor Vehicle: The firm shall carry motor vehicle insurance to include bodily injury, property damage, and uninsured motorist coverage in an amount of no less than \$1,000,000 combined single limit per accident.
 - d) Within 15 days of selection, firm shall provide an insurance certificate confirming the above insurance coverage. The insurance certificate and the underlying insurance coverage

shall be issued by a carrier authorized to do business in the State of New Hampshire and having A.M. Best Company rating of "A" or better.

- e) A 30-day notice is required for cancellation and /or material change of coverage, sent directly to the Sullivan County Commissioners' Office, 14 Main Street, Newport, NH, 03773.

The County reserves the right to reject any and/or all proposals, to waive any technicalities, informalities or irregularities, to accept or reject all or part of a proposal, and to be the sole judge of the suitability of the proposals offered.

In the event that the successful awarded provider should default in the observance of the stipulations set forth in this Request for Proposal and such default is not corrected within 30 days of written notice, the County shall have the option of canceling the bid.

Questions regarding this request for proposals should be directed to Ted Purdy, Administrator, Sullivan County Health Care, at (603)542-9511 ext 217 or tpurdy@sullivancountynh.gov.

2014	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>August</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>
<i>Home Confinement</i>	<u>10</u>	<u>11</u>	<u>6</u>	<u>10</u>	<u>9</u>		
Male	8	8	3	6	5		
Female	2	3	3	4	4		
<i>House of Corrections</i>							
Male	28	28	35	36	37		
Female	15	12	16	13	11		
<i>Pre-Trial Inmates</i>							
Male	12	10	16	19	22		
Female	1	2	3	2	2		
<i>Protective Custody</i>							
Male	0	0	0	0	0		
Female	0	0	0	0	0		
<i>Total In-House Population</i>	<u>56</u>	<u>52</u>	<u>70</u>	<u>70</u>	<u>72</u>		
<i>In-House Breakdown by Unit</i>							
Unit 1	12	15	14	26	23		
Unit 2	3	2	9	9	6		
Unit 3	11	10	13	9	11		
OBS	1	1	1	2	2		
<i>Jail Total</i>	<u>27</u>	<u>28</u>	<u>37</u>	<u>46</u>	<u>42</u>		
Male Flex	9	5	14	7	13		
Male Treatment	7	5	6	7	6		
Male Work Release	0	2	3	4	4		
Female Flex	5	4	5	4	4		
Female Treatment	7	4	3	0	3		
Female Work Release	1	4	2	2	0		
<i>CCC Total</i>	<u>29</u>	<u>24</u>	<u>33</u>	<u>24</u>	<u>30</u>		
<i>Pre-Trial Services</i>	<u>24</u>	<u>24</u>	<u>18</u>	<u>21</u>	<u>16</u>		
Male	14	14	11	19	11		
Female	10	10	7	2	5		
<i>Inmates from Other Facilities</i>							
NHSP (Males)	2	1	1	1	1		
Rockingham County	4	4	3	2	1		
Cheshire County	2	1	1	1	1		
Coos County	0	0	0	1	1		
<i>Other Census Data</i>							
<i>CIP</i>							
Male	1	1	2	2	2		
Female	2	2	1	2	1		
<i>Cheshire County</i>							
Male	3	3	3	4	3		
Female	1	1	0	0	1		

Grafton County					
Male	1	2	2	1	0
Female	1	1	1	1	1
Hillsborough County					
Male	1	0	1	0	0
Female	0	0	0	0	0
Merrimack County					
Male	0	0	0	0	0
Female	0	0	0	0	0
Rockingham County					
Male	1	1	0	0	0
Female	0	0	0	0	0
Strafford County					
Male	0	0	0	0	0
Female	0	0	0	0	0
NHSP/SPU/VTSP					
Male	10	10	11	9	8
Female	1	0	0	0	0
Phoenix House					
Male	0	0	0	0	0
Female	0	0	0	0	0
Weekender					
Male	0	0	0	1	0
Female	0	0	0	0	0
Total Other	<u>22</u>	<u>21</u>	<u>21</u>	<u>20</u>	<u>16</u>
TOTAL CENSUS POPULATION	<u>88</u>	<u>84</u>	<u>97</u>	<u>100</u>	<u>97</u>

Sullivan County Department of Corrections Monthly Report

Name: Supt. R. L. Cunningham
Date: September 2014

1. Major Developments: Policy Issues, New Directives, Resolutions to Situations

- Policy issues: Ongoing update of policies.
- New programs or projects created/enacted: . Working with Sexual Assault Resource Team on mission statement and public information session and participating on emergency preparedness committee
- New directives:
- Resolutions to ongoing incomplete situations: Waiting on interface with live scan. Reviewing xjail test, facility wizard issue still not resolved.

2. Major Incidents: Inmate Discipline Issues/Number of reports files

September: 01 to 26

Release:

Male – 40

Female – 10

Intakes:

PC – Male – 5 Female - 1

Male- 35

Female- 7

Discipline:

Major – 47

Minor - 13

3. Staffing: Extended Leave, Shortages, Promotions, New Hires, Current filled FTEs, Morale

Actively recruiting to fill the three Correction Officer vacancies
Supt. Cunningham tendered his resignation effective 10/24/14

4. Inmate Population Data: Monthly breakdown/Inmate Movements

See last page

5. Inmate Morale: Basic Attitudes, Cooperation w/ facility, Assaults on Staff, Use of Force

Placed a female inmate in the restraint chair several times over a 24 hour period for safety

6. Major Challenges and plans for resolution: Infrastructure or maintenance issues

Many computer issues that were open were resolved. Still working on 3 or 4

Provided 6 inmate workers to help with Biomass wood chip issue

Exterior light replacements still outstanding. Brad was working on replacing but still have many lights out

Door 100A needs attention prior to start of winter season

Back gate resolution to prevent freezing in winter is still under review

Showers in CCC male and female areas are having issues with sheetrock getting ruined. Pricing purchase of stainless inserts for these areas.

7. Public Events: Meetings w/ State, Regional or Local leaders, Presentations/Tours, Volunteer Activities, Media inquiries or coverage, Work Crews

Supt Cunningham and Ms. Magee conducted interviews for Secretary II position on 9/3

Supt Cunningham attended policy meeting with Ms. Levine, Comm. Barrette on 9/4

Supt. Cunningham attended Veterans Specialty Court in Concord on 9/5

Supt. Cunningham attended Statewide Conference in Concord on 9/19

Commissioners toured DOC on 9/22

Supt. Cunningham attended Veterans Task Force in Concord on 9/24

Ms. Magee met with Colby Sawyer students and their professor to being a coordinated effort of volunteering

Case Mgr Ryan Cameron met with a Dr from Dartmouth Hitchcock Cancer Center who is interested in helping fund the inmate garden project. She toured the facility and area on 9/29.

Ms. Magee attended training on Restorative Justice and attended a recert training for Prime for Life

Clinician Diana Miles attended training to received certification to teach Prime for Life

Clinician Clarisse Charland attended training in Maine on Trauma and Addiction: Implications for Treatment

UNHCE is wrapping up 4H Family and will begin classes on Managing Money Wisely

See attached letters from those who received vegetables from the garden project.

8. Training/Education:

- **Academy Graduates / Training Provided:**

Academy Graduates – The 97th NHAC Training Academy will begin October 06, 2014 and will Graduate November 07, 2014. This Academy will be conducted at the Merrimack County DOC. Officer Dexter and Officer Coleman will be attending.

The 98th NHAC Training Academy will begin January 05, 2015 and will Graduate February 06, 2015. Officers attending are TBD.

CERT Training – The CERT Team for September Conducted Firearms Proficiency and Qualifications (Pistol)

Specialized Training – Mr. Bob Barry from Primex was given a tour of the facility and some discussion of the possibility for some training scenario filming to be done here at the DOC.

Veteran's awareness was conducted for Training Rotations. These Trainings were conducted by Cpl. Heiser.

Mental Health First Aid was hosted by the DOC at the Ahern Building. This training was conducted by West Central Behavioral Health. Sgt. Coughlan, Cpl. Caron, Cpl. Palmer, Officers Wojciechowski, Mahair, Chaffee, Hart, Ferland, Fletcher and Nurse Hayes attended this training.

Superintendent Cunningham, Capt. Roberts, Lt. Brookens, Cpl. Blake, Cpl. Caron and Case Manager Cameron attended the "Corrections Symposium" at Primex.

Mrs. Magee and Mrs. Keefe attended the Supervisors Academy, conducted by Primex.

Relias Training is ongoing and the curriculum has been changed to suit the needs of the staff, more hours have been added and the curriculum has been geared to the job description of the participants.

FTO Program- The "Checklist" pilot has been put in place in the Relias system, which will enable us to monitor the progress of new employees through their orientation training.

Orientation Training has started for new staff member Gillian Rapp.

Orientation for Trainee Cote is to begin September 29, 2014.

Officer Bowers has completed her orientation training and has been given her shift assignments.

9. Medical Issues:

MD Visits	38
MD Orders Only	9
Psych Visits	21
Psych Orders Only	0
Nurse Visit	112
Nurse Intake	60
VRH ER	13
Outside Appts	4
Lab Draws	4

Dentist	2
Crisis Counseling	1
Mobil X-Ray	0

10. Investigator Report
- | | | |
|----------------|----------------------|------------|
| August 2014 | 9 cases investigated | 78.5 hours |
| September 2014 | 7 cases investigated | 63 hours |

2014	May	Jun	Jul	August	Sep
Home Confinement	<u>10</u>	<u>11</u>	<u>6</u>	<u>9</u>	<u>9</u>
Male	8	8	3	5	5
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House of Corrections					
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Male	0	0	0	0	0
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Rockingham County					
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Female	0	0	0	0	0
Strafford County					
Male	0	0	0	0	0
Female	0	0	0	0	0
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Claremont Soup Kitchen, Inc.

PO box 957


Claremont, NH 03743

4a

DATE	THANK YOU
9/2/2014	ME

SEND TO
SULLIVAN COUNTY NURSING HOMEAN ATTEN: OFFICER JOHNSON 5 NURSING HOME DR. CLAREMONT, NH 03743

CHECK NO.	PAYMENT METH...

DESCRIPTION	AMOUNT
<p>DONATION OF 427 LBS OF VEGGIES DEAR FRIEND OF THE CLAREMONT SOUP KITCHEN,</p> <p>ON BEHALF OF EVERYONE AT THE CLAREMONT SOUP KITCHEN, INC., WE GRATEFULLY ACKNOWLEDGE YOUR GENEROUS GIFT. WE DEEPLY APPRECIATE THE FAITH YOU HAVE IN THE WORK OF THE SOUP KITCHEN. THIS GIFT IS A TANGIBLE INVESTMENT WHICH WILL ENABLE US TO CONTINUE PROVIDING MEALS TO THE LESS FORTUNATE OF OUR COMMUNITY.</p> <p>THANK YOU AGAIN FOR CONTINUED INTEREST AND SUPPORT.</p> <p>PEACE,</p>  <p>IRS NO. 02-0367045-501 (C)(3) NONE OF THIS CONTRIBUTION WAS GIVEN IN TRADE FOR GOODS</p>	
Total	\$0.00

SULLIVAN COUNTY NUTRITION SERVICES

NEWPORT SENIOR CENTER, INC.

P.O. BOX 387 • 76 SOUTH MAIN ST. • NEWPORT • NEW HAMPSHIRE • 03773

Newport Site- 863-3177 • Claremont Site- 543-3072 • Charlestown Site – 826-5139

BRENDA BURNS, Executive Director- (603) 863-5139

September 23, 2014

Superintendent Ross L. Cunningham
103 County Farm Rd.
Claremont, NH 03743

Dear Superintendent Cunningham,

For the past several weeks, Sullivan County Nutrition Services has been fortunate to receive vegetables that the inmates have been working very hard to grow. Please accept our most sincere appreciation for the produce you/they have donated to our meals-on-wheels program in Sullivan County.

With their hard work, dedication and commitment to help others, we are able to ensure no senior goes to bed hungry. On behalf of the seniors we serve and Sullivan County Nutrition Services, we thank all of those who have made this gift possible.

Sincerely,



Brenda Burns, Executive Director

Corrections Superintendent Recruitment Profile

This profile was developed to give prospective candidates a better understanding of Sullivan County and its organizational structure and philosophy, and to outline the qualifications, background, experience and management style desired of the next Corrections Superintendent.

Sullivan County Background

Sullivan County, incorporated on July 5, 1827, is located in the west central area of New Hampshire between Vermont and the Sunapee region of NH. With its County seat in Newport and County complex in Unity, Sullivan County covers an area of 528 square miles and is home to 14 towns (Acworth, Charlestown, Cornish, Croydon, Goshen, Grantham, Langdon, Lempster, Newport, Plainfield, Springfield, Sunapee, Unity, Washington) and the City of Claremont. The County's population is approximately 44,000.

With convenient access to Interstates 89 and 91, the County seat in Newport is approximately 45 minutes northwest of the state capitol of Concord, NH; approximately 45 minutes north of the City of Keene; and approximately 45 minutes south of Lebanon, Hanover (home of Dartmouth College), and the Upper Connecticut River Valley of NH/VT. The communities in Sullivan County are host to numerous outdoor recreational opportunities, including hunting, hiking, boating, golfing, farming, etc., as well as ample shopping and dining opportunities.

Additional information about Sullivan County can be found on the website: <http://sullivancountynh.gov/>. Updated information about the Superintendent search will also be posted on the Human Resources page of the Sullivan County website.

APPLICATION: No later than December 3, 2014, send cover letter, resume, and list of five professional references to:

Sullivan County DOC Superintendent Search
Human Resources Department
5 Nursing Home Drive
Unity, NH 03743

or via email to humanresources@sullivancountynh.gov. Contact Samantha Fletcher, Human Resources Assistant, Phone: 603-542-9511 ext. 286. It is anticipated that a review of resumes will be conducted by December 8, 2014, with initial interviews scheduled for the week of December 15, 2014.

Sullivan County is an Equal Opportunity Employer

Sullivan County Organizational Structure

The County operates under the Board of Commissioner (Executive Branch consisting of three elected Commissioners) and Convention (Legislative Branch consisting of 13 elected Representatives) form of government and provides services as authorized by state statute (NH RSAs Title II, Chapters 22 through 30-B).

The three-member Board of Commissioners (per NH RSA 28) are part-time elected officials responsible for overall supervision, custody and care of all county departments, buildings and land, and have budgetary oversight of county expenditures. They are elected into staggered four and two-year terms by the voters of the districts each are assigned to. The annual county budget is prepared by the Department Heads, County Manager, and Commissioners and submitted to the County Convention for final approval. Sullivan County is on a July 1-June 30 fiscal year.

The County's organizational structure consists of the Commissioners' Office, County Manager's Office, County Attorney's Office, Sheriff's Office, Registry of Deeds, University of New Hampshire Cooperative Extension, and the Greater Sullivan County Public Health Network (all located in Newport), and Sullivan County Health Care (nursing home), Department of Corrections, Facilities & Operations Department, Human Resources Department, and Natural Resources/Conservation District (located in Unity). There are approximately 280 County employees.

Sullivan County Organizational Philosophy

Sullivan County's motto is "All Day, Every Day, We Make Life Better." Recently, the Sullivan County leadership team worked together to explore its shared values and approach to leadership and management in Sullivan County. The working draft coming out of this process is: *"The shared philosophy of the Sullivan County Leadership Team is to strive for excellence in service by engaging, supporting, and empowering the community and one another with integrity, respect, and consistency."*

Sullivan County Department of Corrections

The values of the Sullivan County Department of Corrections can be summarized in five words:

Professionalism Rehabilitation Integrity Diversity Excellence

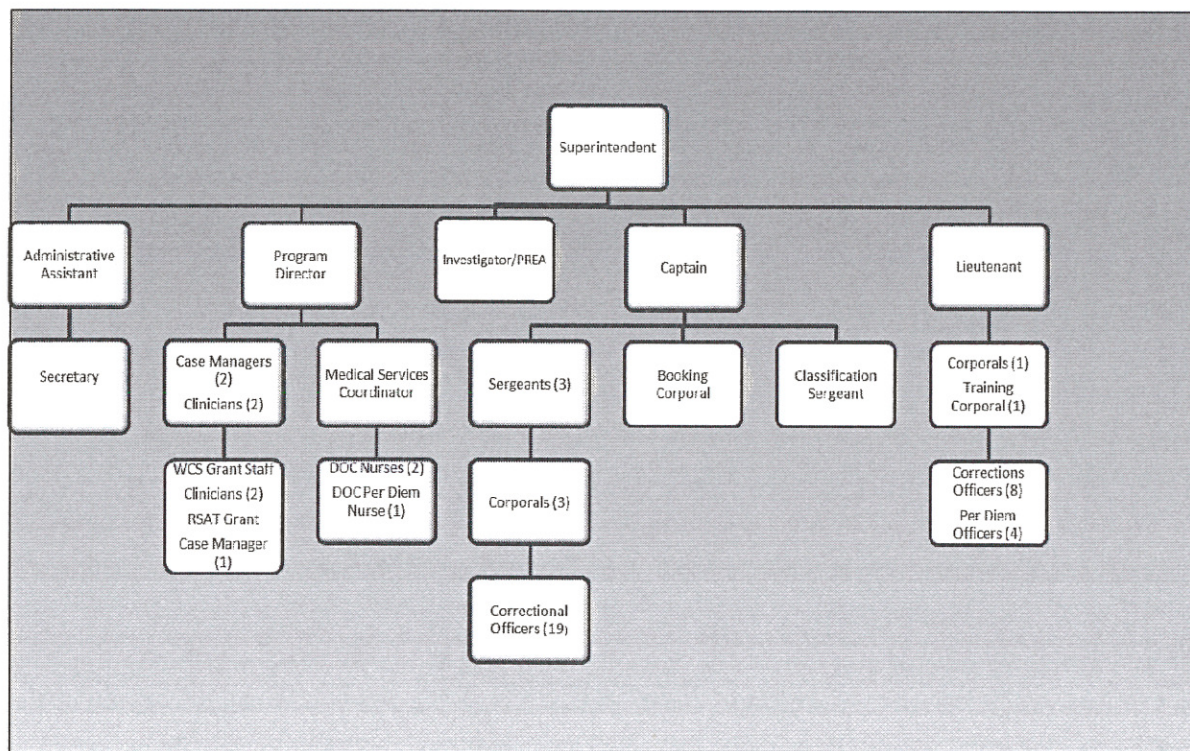
The DOC's mission is:

- To execute the court orders while providing the highest level of safety and security for our community, staff, and offenders.
- To provide a humane environment that promotes personal growth and rehabilitation for the offender to reduce recidivism.

- To consistently strive to have a strong sense of duty and promote integrity, respect, loyalty, and teamwork in our daily actions setting a positive example for others to follow.
- To conduct ourselves in a professional manner and treat all offenders with respect, offering them the opportunity to better themselves through programming, education and counseling, encouraging and empowering them to take responsibility for their actions.
- To strive to do our best to never act in a manner that diminishes the integrity of our community, ourselves, fellow officers or our facility.
- To never seek personal favors or advantage in the performance of our duties.

Organization

The DOC is headed by a Superintendent, who reports to the County Manager and Board of Commissioners. The Superintendent supervises the activities of just under 50 FTEs, as well as subcontracting care providers, with a total FY15 operating budget of \$4.4 million plus certain grant funding. A current department organizational chart is below.



Notably, in August 2010, facing a growing inmate population, an aging facility, and limited taxpayer resources, Sullivan County opened its Community Corrections Center at the Department of Corrections and began an innovative reentry program called Transitional Re-entry and Inmate Life Skills (TRAILS). TRAILS, a residential treatment program for sentenced inmates, provides substance abuse education and counseling, a cognitive curriculum, anger management, and employment/job readiness, and includes family and/or parenting support groups, classes on wellness and stress management, education in transition and relapse prevention planning, and intensive programming for inmates with co-occurring mental health conditions. Over the past five years, TRAILS has received grant support from the Bureau of Justice Assistance Second Chance Act funds.

An excellent description of the process and implementation of TRAILS was written for the NH Bar Association by Sullivan County Attorney Marc Hathaway and can be found on-line on the [NHBA website](#).

Issues Facing the Department

Current issues facing the Department of Corrections and its future leadership include:

- Expiration in March 2015 of federal grant funding that has supported the TRAILS program has led to questions about the sustainability of this successful, community-based program that has reduced recidivism rates to a level far below that of peer facilities.
- As the inmate population shrinks due to sentencing, program success, or other factors, the Board of Commissioners has asked for confirmation that the current staffing and budget models are appropriate and sustainable.
- The DOC has experienced significant staffing turnover, mostly in the position of Corrections Officer (the most recent fiscal year ending June 2014 calculated at 20%), and is working with the Human Resources Department to identify and improve recruitment and retention.
- The Community Corrections Center opened in 2010 at a construction cost of approximately \$6 million, which included life safety improvements to the existing jail facility. Some capital improvements remain to be reviewed, such as expanded or improved video surveillance and data storage, improved medical and examination offices, and replacement of flooring.

Superintendent Job Description & Selection Criteria

Statement of Duties

Reporting to the County Manager and Board of Commissioners, the Superintendent is a department manager position responsible for the management and operation of the Department of Corrections and ensuring compliance with all applicable federal and state laws, court orders, and county policies.

Position Essential Functions

1. Develop, recommend and administer the department budget; approve expenditure of budgeted funds for the department; oversee application for and management of grant funding.
2. Establish, maintain and on a regular basis review rehabilitation programming, including education, work details, counseling and recreation for all residents of the department.
3. Ensure that all legal requirements are met prior to admitting or releasing an individual to or from the department.

4. Responsible for the development, safety and well-being of all individuals housed or committed to the department; ensure that all health and safety standards established by the State of New Hampshire are followed.
5. Conduct regular review of policies and procedures to ensure the safe, secure and orderly operation of the department, submitting recommendations for changes in policy and procedure to the County Manager and Commissioners.
6. Review and approve staffing schedules and training programs for employees.
7. Conduct performance evaluations on subordinate staff; review performance evaluations of other employees for determination of wage adjustments; review, recommend and institute discipline and/or commendations to departmental staff.
8. Conduct regular staff meetings with supervisors and all other staff; maintain good staff relations to ensure high morale of employees.
9. Prepare annual report of activities as required by state statute and provide regular reports to the County Manager and Commissioners and notify same immediately of significant events.
10. Support and promote the mission and objectives of Sullivan County and the Department of Corrections.
11. Perform other duties as required.

Minimum Qualifications

A candidate for this position should possess a Bachelor's degree in Criminal Justice, Social Services, Law Enforcement Management or Administration and have specialized training in communications and conflict resolution; a minimum of ten (10) years of correctional experience, at least five (5) of which were in a supervisory or management capacity; or any combination of education, training and experience that provides the knowledge, skills and abilities required to perform the job.

A candidate must have thorough knowledge of the principles of correctional institution management, thorough knowledge of criminal codes, leadership skills, skill in training and instruction and the ability to communicate effectively orally and in writing in all forums.

Licenses and Certifications: State certification as a corrections officer by the NHAC Certification Board or the ability to become certified within six months.

Physical & Mental Requirements

Work is performed primarily at the Department of Corrections. The incumbent works in a moderately noisy setting and is exposed to fumes and/or airborne particles and moving mechanical parts. There is a regular risk of personal injury when violent/hostile situations require crisis intervention and emergency response. Physical demands generally involve standing, walking, reaching with hands and arms and tasting or smelling; use of hands and sitting and talking, listening or hearing. Occasionally weight is lifted with force exerted up to 30 lbs.

Seldom is weight lifted or force exerted up to 100 lbs. Close vision requirements are necessary in order to observe contraband, avoid injury and check for weapons. Equipment used includes an automobile, office machines, personal computers, medical equipment to administer first aid and pepper spray, handcuffs and other restraints.

Job Environment

The incumbent is a department manager and must carry out full scale management responsibilities for a moderately-sized department including the assignment of work, evaluation of subordinate performance, administering discipline, making certain that reports are completed with accuracy and on time and ensuring that the work program of the department is accomplished. Subordinates are not always on the same shift and may be dispersed throughout the community. While emergencies are not commonplace, they must be anticipated through crisis intervention training and managed appropriately.

Duties at this level are diverse and require the application of a variety of provisions of law, conflict resolution and of learned techniques. The incumbent must be aware of the conduct of human behavior, especially of persons acting under stress. The laws and court decisions must be referenced, but they do not cover all aspects of correctional work. Hence, the incumbent must use a great deal of ingenuity to meet and resolve problems and issues as they arise.

The incumbent is fully responsible for the operation of the department. Errors made could result in personal injury or loss of life, delay or loss of service, monetary loss, and injury to other employees, damage to buildings or equipment or legal liability.

The incumbent has constant contact with the public through community service forums, committee work, discussions with inmate family members and clergy. Other contacts are typically with courts, attorneys, State agencies, the County Delegation, the County Commissioners and other agencies. Contacts occur in person, by phone and other communications equipment and writing.

Supervision

The incumbent is a department manager who receives administrative direction from the County Manager and Commissioners. Most work is performed independently. Work is reviewed through meetings and an annual evaluation. The incumbent has full authority to make decisions with regard to the correctional facility, informing the County Manager and Commissioners in instances where the County could be exposed to litigation.

The incumbent has full access to confidential personnel information for employees within the department, fully participates as a member of the County's management team and is regularly exposed to information pertaining to lawsuits against the County and criminal investigations and records of resident population.

The Superintendent is ultimately responsible for the supervision of all correctional staff. Employees are dispersed on different shifts at one location. Supervision is exercised either directly or through subordinate supervisors. Evaluates personnel, selects and disciplines subordinate personnel. Work volume fluctuates due to criminal activity, changes in law or State requirements. Work changes can generally be anticipated, except in emergency or crisis

situations. The incumbent generally works normal business hours but must be available on call 24 hours a day, 7 days a week.

Personal Traits and Management Style

- An ability to establish and maintain an effective and productive working relationship with Correctional staff, other department heads, supervisors, employees, Commissioners, County Delegation, partnering care providers, and the greater community in general.
- Be an effective team player and team leader both within the Corrections Department and the County organization as a whole.
- Possess and demonstrate a positive attitude and understanding of group dynamics.
- Serve as a role model in solving County problems by being fair and open in handling conflicts and resolving disputes in a straightforward, constructive manner.
- Be a “hands-on” manager in the department and in the organization; be seen as an example of positive and proactive leadership in the County organization.
- Set high standards for personal and departmental performance and possess skills and abilities to achieve them.
- Have the ability to plan, organize a variety of projects, and make decisions exhibiting good judgment.
- Possess a strong participatory management style which values the contributions and diversity of all employees; have an “open door” policy which encourages input and feedback; be committed to developing high-performance work teams within the department and the County-wide organization.
- Be committed to the continuing development and enhancement of skills and abilities of the employees of the department; promote and encourage the professional development of staff.
- Be an excellent communicator, effective listener, able to communicate effectively with culturally diverse employees, community organizations and individual citizens; possess good oral and written communication skills.
- Be a role model in the organization for ethical behavior and professional conduct.

Position Salary and Benefit Summary

Salary: Grade 27, FY15 range \$62,338-\$93,520

Health Insurance: Sullivan County is a member of the HealthTrust health insurance pool. The employee health plan for the County is an Anthem Matthew Thornton HMO Site-of-Service plan. Although the employee deductible is \$3000 per individual and \$9000 for a family, the

County currently pays any deductible above \$500 per individual and \$1500 per family through a health reimbursement arrangement (HRA) managed by a third-party administrator.

Current non-union premiums and employee cost-sharing are as follows:

Anthem 25/50	Monthly Premium	County Share	Employee Share	Per Pay Period
Single, 90/10 cost share	\$ 562.39	\$ 506.15	\$ 56.24	\$ 28.12
Two Person, 83.5/16.5 cost share	\$ 1,124.79	\$ 939.20	\$ 185.59	\$ 92.80
Family, 80/20 cost share	\$ 1,518.47	\$ 1,214.78	\$ 303.69	\$ 151.85

Employees who opt out of County-provided insurance and can provide proof of health coverage will receive an annual buyout of \$2,400 (taxable), paid in \$200 increments once per month.

Flexible Spending Account (FSA): Sullivan County manages an employee-funded pre-tax flexible spending account for medical (up to \$2,500/year) or dependent care needs (up to \$5,000/year).

Dental: Current non-union employee premiums and cost-sharing for dental insurance are:

Northeast Delta	Monthly Rate	County Share	Employee Share	Per Pay Period
Single, 100/0 cost share	\$ 39.73	\$ 39.73	\$ 0	\$ 0
Two Person, 86/14 cost share	\$ 76.43	\$ 65.58	\$ 10.85	\$ 5.43
Family, 79.3/20.7 cost share	\$ 134.81	\$ 106.90	\$ 27.91	\$ 13.95

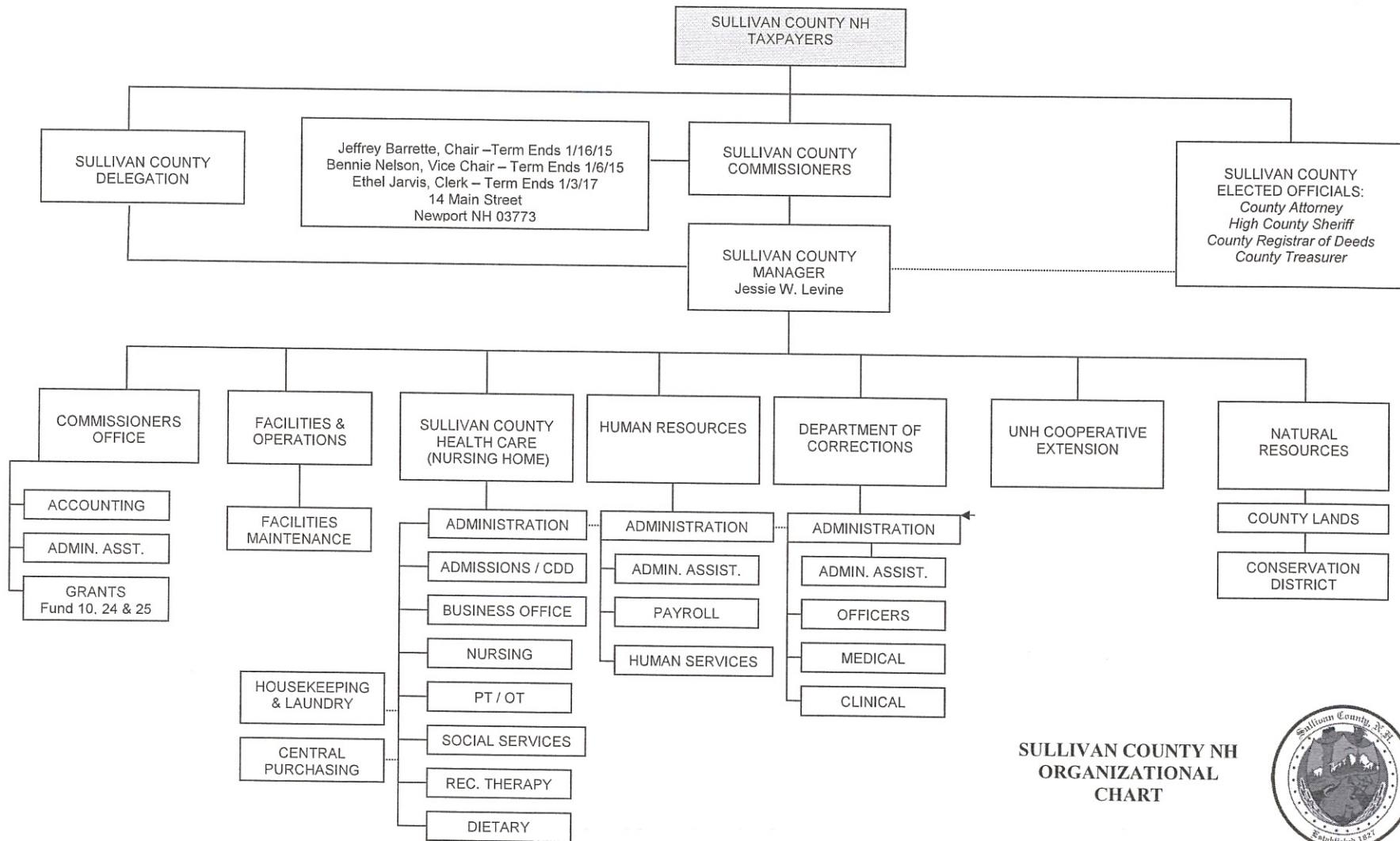
Retirement: Sullivan County is a member of the NH Retirement System (NHRS). All full-time employees are *required* to enroll. Employee contribution levels are set by the State of NH legislature and employer contribution levels are determined by the NHRS Board of Trustees. The current employee and employer contribution rates are: Group II employees contribute 11.55% pre-tax and the County currently pays 25.30% (increasing to 26.38% on July 1, 2015). *Group II members of NHRS are not subject to Social Security withholding.*

Deferred Compensation Plans (457 Plans): County employees may participate in a deferred Compensation plan offered by Nationwide or ICMA-RC (employee-funded only).

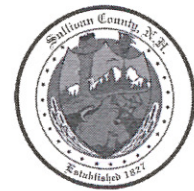
Other Insurance: The County currently offers additional employee-funded insurances through AFLAC, and is exploring other vendors.

Accrued Earned Time: As a department head, the Superintendent accrues up to twenty-three (23) days in the years of employment, and increases in accrued time at the four- and ten-year anniversary marks.

Holidays: The County observes ten paid holidays, as follows: New Year's Day, Martin Luther King Day, Presidents' Day, Memorial Day, Fourth of July, Labor Day, Columbus Day, Veterans' Day, Thanksgiving Day and Christmas Day.



**SULLIVAN COUNTY NH
ORGANIZATIONAL
CHART**



Sharon Callum

6c

From: nhcdfa@dullestech.com
Sent: Friday, October 17, 2014 9:25 AM
To: commissioners@sullivancountynh.gov; keasterly@nhcdfa.org;
hadfieldassociates@comcast.net; mlackey@nhcdfa.org; manager@sullivancountynh.gov
Subject: Grant 14-410-CDPF - Sullivan County: Senior Citizens Housing Dev Corp/Bourdon Ctr
Improv: Moving ahead with Engineering Services

Katy,

Per our conversation yesterday could please confirm that moving ahead with the engineering services contract through the County while we wait on HUD to approve the lien is an option should the County be interested and willing. My understanding is that if for any reason the project did not move forward that the administration and engineering services would still be reimbursed. Getting the compaction testing done before deep frost and engineering/bid specs developed in time to bid the project early 2015 is critical for us to be able to complete the project in the grant period.

I am about to call HUD again.

Shelley

Jessie Levine

From: hadfieldassociates@comcast.net
Sent: Thursday, October 16, 2014 8:14 AM
To: 'Jessie Levine'
Subject: RE: Just wanted to touch base on EMB

Hi Jessie,

Still waiting on a HUD response – if I don't hear from them by the end of today I will call tomorrow. EMB can not sign the agreement until HUD says yes to the Lien. I met with Katy from CDFA yesterday and she is suggesting, if you are comfortable, that we simply hire the Engineers through the County and get going. If for any reason the project did not move forward, and there is no reason to think that, CDFA would write off the expenses. She is checking with George Hunton this morning and will give us an email to confirm that is an option.

I talked with Steve J and they want to get going asap on the Compaction testing because of possible frost coming into the ground soon but they understand they do not have a contract. They will not use M & W as there is some question as to the compaction that was done and M & W was involved with that. Steve is concerned because of what Ken said "they ran their equipment /trucks back and forth to compact" and Mike McCrory also had reservations about M & W for that reason. Steve apparently called M & W and M & W has been non-responsive.

Just making sure you are updated and involved. Call me if you have any questions.

Shelley

Shelley Hadfield
Hadfield Associates LLC
P O Box 114
Meriden, NH 03770
(603) 469-3584

From: Jessie Levine [mailto:jlevine@sullivancountynh.gov]
Sent: Wednesday, October 15, 2014 8:43 AM
To: hadfieldassociates@comcast.net
Subject: RE: Just wanted to touch base on EMB

Anything I can do to help?

Jessie

From: hadfieldassociates@comcast.net [mailto:hadfieldassociates@comcast.net]
Sent: Tuesday, October 14, 2014 1:39 PM
To: Jessie Levine - Sullivan County Manager
Subject: Just wanted to touch base on EMB

We are still waiting on HUD to give permission to put the lien on the property. Apparently it is still with HUD's attorney.

I am playing phone tag with Steve Jesseman.

Shelley

Shelley Hadfield
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P O Box 114
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